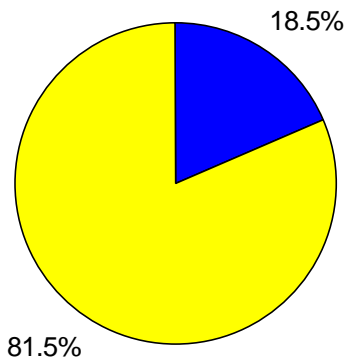


69-02-Regional and Community Development

Fund/Agency: 001/69		Department of Systems Management for Human Services
Personnel Services	\$853,067	<p style="text-align: center;">CAPS Percentage of Agency Total</p> 
Operating Expenses	\$108,014	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$961,081	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$961,081	
Positions/SYE involved in the delivery of this CAPS	13/13.1	

► CAPS Summary

This CAPS reflects the work of the Department of Systems Management at the regional, community, and neighborhood levels. Efforts in this area include promoting community involvement in identifying and meeting needs, building the community's capacity to respond to challenges, and strengthening the capacity, quality, and integration of community-based human service delivery systems. DSMHS performs this role by building and supporting partnerships among the public, private, faith-based, and non-profit sectors. Geographic focus for this work is provided through the Human Service Regions that were established by the Board of Supervisors at the sub-county level to help scale a large, complex system to a more responsive, cohesive, and manageable framework for clients, providers, and the community at large.

Department of Systems Management for Human Services

There are five Human Service Regions designated by the Board of Supervisors. Regional operations began in FY 1996 in Region 1 (Southeastern County) and were fully initiated in the remaining four regions by the middle of FY 1999. In addition to Region 1, there is Region 2 (Central County), Region 3 (Northern County), Region 4 (Western County) and Region 5 (Southwestern County). The latter two presently operate as a single region from offices at the Government Center complex. Each region of the County is unique and the specific approaches to regional community building and service integration reflect this diversity. The DSMHS Regional Managers and Regional Community Developers bring together citizens and providers to learn about issues and programs and to collaborate on problem solving through roundtables, forums, and workshops. Community partnerships between human service organizations, the schools, police, and resident associations in each region are developing exciting new approaches to building strong neighborhoods and healthy families.

The agency's newest capacity in Regional and Community Development is the addition of the Community Interfaith Liaison in FY 2002. The need for the Community Interfaith Liaison grew out of the various Faith Communities in Action initiatives across the County. The Interfaith Liaison will perform a diverse range of planning, facilitation, brokering, and communication activities in support of faith-based and other community organizations wishing to collaborate with the County and each other to meet a wide range of human and community needs. The Liaison will work with faith-based organizations, non-profits, businesses, and County agencies to share information, identify opportunities, and broker resources that develop opportunities for collaboration and for expanding community capacity to meet needs. The Liaison will provide professional expertise in project design and development, data analysis, grant development, meeting facilitation, and public speaking to promote collaboration and coordination efforts.

Major Initiatives and Accomplishments

Regional and Community Development staff conducts a wide and diverse range of community-based activities. They work formally and informally to catalyze better working relationships among providers. They assist communities in identifying and responding to unmet needs. They serve as a key contact and often as the "go to person" for human services in a specific area of the County and function as ambassadors of the County with local schools, community organizations, and service provider groups. Regional staff is often called upon to trouble shoot case situations on behalf of various human service agencies, the County Executive's Office, and the Board of Supervisors. Regional staff also helps catalyze coordinated responses to unique community events with significant human impact. An example of this recently occurred in Region 1 where fire prompted the need for a rapid relocation of a number of families and the need to address the impact of the fire on the immediate neighborhood. The Regional Manager and his staff were among the first non-public safety staff at the location and helped coordinate necessary services. Regional Managers have also played a key role in the County's revitalization efforts in Region 1, Region 2 (Bailey's and Annandale), Region 3, and Regions 4/5. Regional staff has brought a human services perspective to the approach traditionally taken to revitalizing neighborhoods and have helped to engage the communities involved.

At times regional staff will work with broad communities to identify pressing needs and develop strategies, partnerships, and programs to meet these needs. An example of one such initiative is the cross-cultural Domestic Violence prevention project, sponsored by the Human Services Leadership Team. DSMHS co-funded the project (with the Department of Family Services (DFS), Community and Recreation Services (CRS), and the Juvenile and Domestic Relations Court) and staffed the planning and implementation process. In addition, regional staff created a Community Resource Council for this initiative. This Council includes the Hispanic Committee, Korean Community Service Center, National Foundation for Vietnamese-American Voters,

Department of Systems Management for Human Services

Korean Family Counseling and Research Center, Hispanics Against Child Abuse and Neglect, St. Anthony's Catholic Church, DFS, Community Services Board staff, FCPS, Boat People SOS, Fairfax County Police, and community representatives from the Somali, Muslim, and Hispanic communities. To date, the cross-cultural Domestic Violence Pilot has made great strides in addressing, with a prevention focus, a difficult social issue in cultural communities that are traditionally not open to working on such issues.

At other times regional staff works with specific neighborhoods, developments, and communities to concentrate on special needs and challenges as identified by residents. As full partners in the process, the community members will be encouraged to couple their resources and strengths with that of the schools, police, human service providers, property managers, churches, and local businesses to create the kind of community they desire. To date, staff has worked in the following neighborhoods and housing developments: Buckman Road, Cedar Ridge, Chantilly Mews, Cinderbed Road, Fair Oaks, Ragan Oaks, Sacramento, Westminster Oaks, and Yorkville.

When there is a specific need to develop a response to needs for a target population outside the normal public and non-profit sector service network, regional staffs will step in and facilitate the development of an appropriate response drawing on non-traditional resources. An example of this approach occurred in Region II, where regional staff worked closely with representatives from the Hispanic Committee, St. Anthony's Catholic Church, Woodrow Wilson Action Group, community representatives, and public agencies to identify community and private resources to support job self-sufficiency for day laborers in the Bailey's Crossroads area. This fall, the Day Laborers Committee received funding from the Arlington Catholic Diocese as well as the County to provide vocational ESL and construction training and to hire an outreach worker from the Hispanic Committee to act as a resource for services and support to these men and their families.

In close partnership with local communities and the Lee District Supervisor's office, regional staff facilitated the opening of the Sacramento Neighborhood Resource Center in Region 1. Similarly in Region 3, the Town of Herndon opened the Herndon Neighborhood Resource Center with the assistance and support of the Region 3 staff. These centers offer residents the opportunity to access services through their Town, the County, and private non-profit community agencies. Offerings of the centers are flexible depending on the needs of the communities, and may include health services, computer classes, job skill training programs, citizenship classes, English-as-a-second language classes, and after-school mentoring programs. In an effort to support the capacity of citizens to be involved in their community, the Town of Herndon, in partnership with the County through Region 3, sponsors a "Neighborhood College" program. The College provides training opportunities for citizens specially engaged in or curious about participating in their local government or in developing healthy neighborhoods and strong communities.

Finally, regional staff serves as a catalyst to pull together staff at Human Services co-location facilities and elsewhere to disseminate program information and discuss issues pertaining to the integrated and responsive delivery of services. Of particular note in this area of work is the role the Regional Manager has played in the development of the new South County Human Services facility. The Region 1 Manager took the lead in working with the full complement of Human Services agencies to develop space requirements and design a space layout that supports effective integrated service delivery. In addition, the Regional Manager, in partnership with DPWES, met with literally dozens of community groups to answer their questions and address their concerns (if any) about the facility. Through this effort, greater understanding was developed about the value of this facility to the community and, in many cases, potential resistance to the facility was transformed into support.

Department of Systems Management for Human Services

► Trends/Issues

The most important trend affecting all aspects of regional and community work is the increasing cultural diversity of the County. The 2000 US Census clearly shows a dramatic shift in the racial and ethnic make-up of many regions of the County, with increasing numbers of newcomers to the United States. These changes require the County to develop culturally-appropriate approaches to program development and service delivery. Regional staff has been in the forefront of the County's efforts to involve cultural communities in deciding what programs are needed and welcome in their communities. With their help, the County is tailoring its programs to be maximally effective and culturally relevant.

The increase in diversity points to a second trend in DSMHS's approach to regional development. There are more than 100 languages represented in the Fairfax County Public Schools. While DSMHS and the County strive to hire a workforce that reflects the larger community, it is not possible in the short term for the County, or DSMHS, to keep pace with this increase in diversity. Regional development staff therefore must look to develop leaders and liaisons within natural language and ethnic communities. This approach succeeds in two ways. First, it enables regional staff to build trust and break down cultural and language barriers to developing programs and partnerships that truly reflect the desires and needs of communities. Second, it builds the strength and capacity of neighborhoods and communities to organize themselves to address future issues and concerns.

Third, the recent Communities that Care Survey of Fairfax's 8th, 10th and 12th graders reveals a concerning lack of "attachment to neighborhood." Higher rates of drug problems, delinquency, violence, and drug trafficking occur in communities or neighborhoods where people feel little attachment to the community. These conditions are not limited to low-income neighborhoods; they can also be found in affluent neighborhoods. This result, along with other survey information that relates to the County youth's sense of belonging will undoubtedly help define the focus of regional and community efforts to address youth issues in the coming months and years.

► Method of Service Provision

Regional and community development services are provided directly by County staff, often in partnership with staff and volunteers of community-based organizations. Regional offices in Mt. Vernon, Falls Church, Reston, and Fairfax are staffed from 8:00 a.m. – 5:00 p.m. Monday through Friday. Regional and community development staffs often participate in evening and weekend activities to accommodate the schedules of community volunteers and citizens.

Department of Systems Management for Human Services

► Performance/Workload Related Data

Much of the Regional and Community Development work is project-based, with project durations ranging from several hours to several months depending on the customer's needs. Because of the variety of work performed, the department manages and reports performance using a consulting services model of hours of direct service provided. The department has only recently begun tracking hours of service by project and customer, and will continue to refine this management approach in the upcoming fiscal year. In the last year, regional and community development staff has undertaken more than 100 projects of various type and duration. For illustrative purposes, projects have been grouped into the 10 categories below, with an estimate of the number of projects and hours spent in each category. Due to the variety of the work performed by regional staff, the table below is not an exhaustive list of the work performed in the regions.

Neighborhood development and capacity-building	20 projects	2,160 hours
Projects relating to multicultural issues, needs or groups	12 projects	1,480 hours
Community Forums/Information Sharing (some ongoing)	8 projects	1,300 hours
Service integration/policy coordination work	25 projects	1,095 hours
CBO's/Faith Communities Outreach and Capacity-Building	15 projects	1,000 hours
Schools/Youth-related projects	18 projects	565 hours
Countywide projects	4 projects	385 hours
Homeless Services Coordination	ongoing	140 hours
Client/Citizen Assistance	Periodic	115 hours
Revitalization	6 projects	110 hours